

ITEM	
1. Title of subject	Supervision in the Hospitality Industry
2. Subject code	250
3. Status of subject	Core Subject
4. Stage	Diploma
5. Credit Hour	5.71 hours
6. Pre-Requisite	Nil
7. Assessment	100% Final Examination
8. Semester	Semester 1
9. Objective of subject	<p>At the completion of this course, the students should be much better prepared to:</p> <ul style="list-style-type: none"> • Describe the scope of the convention, meetings and trade show industry in terms of types of meetings, who holds meetings, and emerging types of meeting facilities. • Explain the steps in developing a marketing plan. • Describe considerations in the organizational design of a sales department, and outline how a sales office interfaces with other departments. • Identify characteristics of association meetings that are important for selling to the association market. • Identify characteristics of corporate meetings that are important for selling to the corporate market. • Describe SMERF groups and explain how to approach selling meeting services and products to them. • List and describe the steps in making a personal sales call. • Summarize the process of planning an advertising strategy and describe how public relations and publicity can help a property reach meeting planners. • Describe the elements of a letter of agreement or a contract and distinguish between those elements.
10. Synopsis of subject	This course is designed to provide students with a basic understanding of convention sales and service and strategies in managing as well as

	operating a successful convention department.	
11. Details of subject	Contents	Hours
Week 1&2	Topic: 1. THE SUPERVISOR AND THE MANAGEMENT PROCESS	4
	Learning Outcomes: At the end of the lesson, the students should be able to: <ul style="list-style-type: none"> • Define management and describe different management levels. • Identify basic management principles • Explain the management functions of authority, responsibility, and accountability. • Describe the traditional components of management (planning, organizing, coordinating, staffing and evaluating) 	
	Activity: Activity 1: Review Questions	
	Further reading for this lesson: Chapter 1 Kavanaugh and Ninemeier	
Week 3	Topic: 2. EFFECTIVE COMMUNICATION	4
	Learning Outcomes: At the end of the lesson, the students should be able to: <ul style="list-style-type: none"> • Identify common misconception about communications and how they may arise in supervisory situations. • Describe barriers and biases that interfere with effective communication. • Explain the steps that supervisory can take to speak effectively on the job. • Explain a four-stage listening model • (focusing, interpreting, evaluating, and responding) 	
	Activity: Individual/Group Activities Activity 1: Review Questions	
	Further reading for this lesson: NIL	

<p>Week 3</p>	<p>Topic: 3. RECRUITMENT AND SELECTION PROCEDURES</p> <hr/> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Describe how supervisors work with the human resources department to recruit new employees. • Explain how supervisors can make open positions easier to fill • Identify the benefits and drawbacks of external recruiting. • Describe what supervisors should do before during and after interviewing applicants. <hr/> <p>Activity: Individual Activity: 1. Discussion Questions 2. Management Aptitude Test</p> <hr/> <p>Further reading for this lesson: NIL</p>	<p>4</p>
<p>Week 4</p>	<p>Topic: 4. ORIENTATION AND TRAINING</p> <hr/> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Explain the function of training within an organization and the supervisor's role in training • Identify the tasks performed in each of the four-step training method. • Describe how learning styles and adult learning needs affect the training process. <hr/> <p>Activity: Individual/Group Activities Activity 1: Association Research Activity 2: Association Directories Activity 3: Review Questions</p> <hr/> <p>Further reading for this lesson: NIL</p>	<p>4</p>
<p>Week 5</p>	<p>Topic: 5. MANAGING PRODUCTIVITY AND CONTROLLING LABOUR COSTS</p>	

	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Explain how supervisors determine productivity standards • Distinguish fixed staff positions from variable staff positions. • Explain how supervisors develop a staffing guide. • Explain how supervisors use staffing guides. • Identify procedures supervisors can follow to increase productivity. <p>Activity: Activity 1: Review Questions</p> <p>Further reading for this lesson: NIL</p>	4
Week 6	<p>Topic: Revision and Progress Test 1</p> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Understand and relate Convention management terms and activities in Chapter 1 until 5. <p>Activity: Progress Test 1</p> <p>Further reading for this lesson: NIL</p>	4
Week 7	<p>Topic: 6. EVALUATING AND COACHING</p>	4

	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Describe obstacles that can interfere with an effective performance evaluation process. • Identify common errors to avoid when evaluating employee performance. • Describe comparative methods of evaluating performance, including approaches such as simple ranking, alternative ranking and forces distribution. • Describe absolute standards methods of evaluating performance, checklist, forced choice and behaviorally anchored rating scale. • Identify the steps a supervisor should take before, during and after a formal coaching session. <p>Activity: NIL</p> <p>Further reading for this lesson: NIL</p>	
<p>Week 8</p>	<p>Topic: 7. DISCIPLINE</p> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Identify common misconceptions about discipline • Explain the purpose of disciplinary action. • Explain why it is important to review policies, rules and procedures and be able to justify them to employees. <p>Activity: Activity 1: Case Study: Activity 2: Review Questions</p> <p>Further reading for this lesson: Chapter 7 Kavanaugh and Ninemeier</p>	<p>4</p>
<p>Week 9</p>	<p>Topic: 8. SPECIAL SUPERVISORY CONCERNS</p>	<p>4</p>

	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Explain how equal opportunity laws affect hospitality operations. • Describe the supervisors safety and security role. • Explain the supervisor’s role in combating drug abuse by employees and guests • List examples of management rights that should be protected when negotiating with a union • List actions that supervisors cannot take to influences a union organizing campaign. <p>Activity: Individual/Group Activities Activity 1: Case Study Activity 2: Review Questions</p> <p>Further reading for this lesson: Chapter 8 Kavanaugh and Ninemeier</p>	
<p>Week 10</p>	<p>Topic: 9. TEAM BULDING</p> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Define a work team and distinguish work teams from work groups. • Describe types of work teams. • Explain the stages of team development. <p>Activity: NIL</p> <p>Further reading for this lesson: NIL</p>	<p>4</p>
<p>Week 10</p>	<p>Topic: 10. MOTIVATION THROUGH LEADERSHIP</p>	<p>4</p>

	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Explain why supervisors can't motivate employees. • List ways by which supervisors can learn about the needs interests and goals of employment. • Explain how supervisors can turn basic human resource functions into motivational strategies • Identify factors that affect the leadership style adopted by a supervisor <p>Activity: Individual/Group Activities Activity 1: Review Questions</p> <p>Further reading for this lesson: NIL</p>	
<p>Week 11</p>	<p>Topic: 11. MANAGING CONFLICT</p> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Identify benefits of conflict • Describe sources of conflict within an organization • Explain what supervisors should do before they meet with employees in conflict • Describe special problems supervisors have when resolving supervisor/employee conflicts. • Identify steps supervisors should follow during a meeting with employees in conflict. <p>Activity: Individual Activity: Activity 1: Review Questions</p> <p>Further reading for this lesson: NIL</p>	<p>4</p>
<p>Week 12</p>	<p>Topic: REVISION AND PROGRESS TEST 2</p> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Understand and relate Convention management terms and activities in Chapter 6 until 10. 	<p>4</p>

	<p>Activity: 1) Revision Chapter 6 – 10 2) Progress Test 2 3) Discussion of Answer</p>	
	<p>Further reading for this lesson: NIL</p>	
Week 14	<p>Topic: 12. TIME MANAGEMENT</p>	4
	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Identify common myths of time management • Explain daily time logs and their benefits • Define time robbers and list the examples • Explain how daily to do list function as time management tools 	
	<p>Activity: NIL</p>	
	<p>Further reading for this lesson: NIL</p>	
Week 15	<p>Topic: 12. TIME MANAGEMENT</p>	4
	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> • Identify strategies to help supervisors stick with priorities. • Describe the importance of weekly planning guides and calendars. • Define delegation and explain why it is important • Describe common barriers to delegation • List steps supervisors can take to delegate task effectively 	
	<p>Activity: Case Study: Individual/Group Activities</p>	
	<p>Further reading for this lesson: NIL</p>	
Week 16	<p>Topic: REVISION AND PROGRESS TEST 3</p>	4

	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> Summarize factors in the decision about which audiovisual requirements to service in-house and which to outsource. <p>Activity: 1) Revision Chapter 9 – 12 2) Progress Test 3 3) Discussion of Answer</p> <p>Further reading for this lesson: NIL</p>	
<p>Week 17</p>	<p>Topic: 13. MANAGING CHANGE</p> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> Distinguish external forces of change from internal forces of change. Explain how a model for change can guide supervisors in planning and implementing change Explain how force field analysis can be used as a change management technique. Describe steps supervisors can take to minimize resistance to change Explain why indicators of effective change are essential to the evaluation of the change process. <p>Activity: Group Activity: Case Study : “Turning Around the Turnaround”</p> <p>Further reading for this lesson: NIL</p>	<p>4</p>
<p>Week 18</p>	<p>Topic: 14. PROFESSIONAL DEVELOPMENT</p> <p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> Explain why it is important for managers to take control of their personal development Outline ways to plan for personal career development 	<p>4</p>

	<p>Activity: Individual/Group Activities 1) How Do You Get There From Here 2) Quiz</p>	
	<p>Further reading for this lesson: NIL</p>	
Week 19	<p>Topic: 14. PROFESSIONAL DEVELOPMENT</p>	
	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> List the steps in creating a career development plan Describe how to execute a career development plan. 	
	<p>Activity: Individual/Group Activities NIL</p>	
	<p>Further reading for this lesson: Career Management International http: www.cmi-lmi.com</p> <p>Hospitality Careers http: www.hcareers.com</p>	
Week 20	<p>Topic: REVISION</p>	4
	<p>Learning Outcomes: At the end of the lesson, the students should be able to:</p> <ul style="list-style-type: none"> Understand and relate Convention management terms and activities in Chapter 13 until 14. 	
	<p>Activity: 1) Review Chapter 1-14 2) Trial Exam 3) Review of Trial Exam</p>	
	<p>Further reading for this lesson: NIL</p>	
	Total	80
12. Text	<p>Compulsory Kavanaugh and Ninemeier (2001), Supervision in the Hospitality Industry, Third Edition, AHLA</p>	
	<p>Reference Asma A. (Editor), Understanding the Malaysian Workforce: Guidelines for Managers Kuala Lumpur Malaysian Institute of Management.</p>	